CHAPTER 3

Planning

An APA operation is inherently a joint force operation that depends on the Joint Planning and Execution Community's (JPEC's) support. Deployment planning follows rules and guidelines described in the JOPES, which addresses the two basic types of planning for joint operations: deliberate and contingency time-sensitive or crisis action planning. Joint Pub 5-03 series contain detailed descriptions of these two planning processes. They are abbreviated in this chapter, along with specific planning requirements for APA operations. Due to the potentially limited deployment means, time constraints, and the likelihood that APA ships will cross unified command boundaries, continuous, coordinated, detailed, timely, and concurrent planning is essential.

DEPLOYMENT PLANNING

Army forces prepare to conduct operations that are identified during contingency planning and recommend updates to the TPFDD for a specific OPLAN. They also prepare to support operations that may arise during CAP for which a mission has not been previously identified as a specific CJCS-tasked planning requirement. To provide a starting point for deployment readiness, potential APA heavy brigade and supporting corps and EAC CS/CSS commanders should develop deployment plans that support deployment options anywhere at any time. Foremost in these plans should be a concentration on deployment tasks. The brigade deployment plan can be tailored during execution based on the directed mission.

The deployment plan must be flexible and easily modified. The specific mission and force requirements to achieve that mission normally require modifications to the plan and timed phasing of forces. Execution planning focuses on the actual operational employment of assigned forces, including the APA heavy brigade. Modifications to the TPFDD, along with the available APOD/SPOD facilities in the marshaling area, will influence deployment, reception, staging, onward movement, integration, and unit plans. Changes that affect unit deployment must be communicated to the deploying unit in a timely manner.

Effective deployment planning during either deliberate planning or CAP, which includes APA options, requires the participation of the prospective heavy brigade and supporting commanders. Based on the CINC/JTF commander's requirement for the sequential establishment of operational capabilities in the objective area, commanders recommend TPFDD updates.

The supported CINC normally tasks the ASCC to plan for RSO&I, which includes discharging and issuing pre-positioned equipment and supplies in the marshalling area. The Army CTG and MTMC, along with logistics command and control (C^2), must precede introduction of combat elements into the AO to conduct the off-load and issuance of equipment.

Effective deliberate planning also requires the unified commanders, in association with their service component commanders with a role in APA deployment, to develop data on prospective marshalling areas. Information concerned with the hydrographies of the ports and APOD/SPOD facilities; availability of hardstand and warehousing for assembly, staging, and storage areas; water, power, and

local communications; prospective HNS; and available contracted resources are required to support execution planning. This is a long-term collection effort. Additional information on establishing an appropriate marshalling area is provided in the APA Battle Books.

Planning is an ongoing process, and plans must be refined as new information becomes available. The ASCC/ARFOR must continually assess the adequacy of APA load plans and provide their assessments to the coordinating authorities. The need to adjust load plans and TPFDDs will change as new equipment is introduced and experience gained. Adjustments can be made during ship maintenance cycles or following APA exercises.

CONTINGENCY PLANNING

A contingency plan is a combatant commander's area-oriented plan for contingencies that can reasonably be anticipated within the geographical subareas of his command. Contingency planning is conducted during peacetime, conflict, and war and may be performed deliberately or under crisis action conditions. At the national level, contingency planning for joint operations assigns planning tasks and relationships among the combatant commanders. CINCs conduct deliberate planning for these tasks and may also assign their staffs and subordinate commands additional contingency planning tasks beyond those specified at the national level to provide broader contingency coverage. Within each unified command, service components assist in the planning effort to support, maintain, and implement the plans.

Contingency plans fall into two categories OPLANs and CONPLANs (concept plans). Each addresses operations in a specific geographic region. The difference is that an OPLAN identifies specific forces contained in a TPFDD and the CONPLAN does not. Contingency planning permits the collection of detailed information regarding the objective area, APODs/SPODs, and facilities useful for APA deployment.

An OPLAN or CONPLAN may require operations supported by APA. These plans must be well coordinated to provide for proper control over the APA airlifted element, ships, logistics, LOC, and, if required or employed, follow-on forces and support. Proper time phasing is essential to avoid throughput congestion at the available APODs/SPODs.

CRISIS ACTION PLANNING

Following are the phases of CAP, including descriptions of actions that are unique to APA operations. These activities embrace a range of actions at all levels of command, from the NCA through APA elements. The phases may not be discrete, and the time from crisis identification to execution may be very compressed.

Exchanging Information

Commanders at all levels must plan for and exchange information both in and out of the theater of operations. The exchange will ensure that coordination and integration of forces are accomplished to the greatest extent possible. This process ensures that the intentions of all commanders are fully understood, agreed command relationships are clear, and mutual interference is avoided. To support information exchange, requirements and procedures for prompt mutual exchange of LOs must be established. Liaison officers must be authorized to represent their commanders and express their commanders' views. Liaison arrangements must provide for effective communications with parent commands.

Identifying the Threat

The threat identification phase begins when the supported CINC or NCA receive a report of an event viewed as having an adverse impact on US national interests. It focuses on the CINC responsible for US military action that may be

taken within his theater. This phase ends when the CINC submits an assessment to the CJCS and NCA.

The CJCS monitors the situation, evaluates incoming reports, and evaluates the CINC's actions. The CINC reports significant events to the CJCS and publishes an assessment addressing. the nature of the crisis, forces available, major constraints, action being taken, and COAs being considered. The ARFOR gathers intelligence information and furnishes information and support to the CINC's assessment efforts.

Determining Strategy

This phase, which begins when the CJCS receives the CINC's assessment, focuses on the CJCS and NCA, who determine if the event is a crisis that requires a US response. It ends with an NCA decision to have military options developed for their consideration.

The CJCS provides military assessment to the NCA, advises on possible military COAs, reviews existing OPLANs and CONPLANs for suitability, reviews and evaluates reports from the CINC and other sources, and establishes a Worldwide Military C^2 System teleconference as required. The CINC continues to evaluate the situation and provide reports, to review existing OPLANs and CONPLANs for applicability, to evaluate disposition of assigned and available forces, and to evaluate the status of theater transportation assets. The ARFOR continues to monitor the crisis, evaluate available military forces, and act to improve force readiness and sustainability.

Developing a Course of Action

This phase begins when the CJCS publishes a warning order providing initial guidance to the JPEC and requests that the CINC respond with a recommended COA. It ends when the CINC sends his commander's estimate to the CJCS and NCA, giving them information to consider in their selection of a military COA. Actions relating to APA that may occur during this phase are—

- Appraising options and capabilities.
- Reviewing and updating force lists.
- Repositioning ships.
- Preparing for deployment.
- Mobilizing reserves.
- Liaising with supporting agencies.

Appraising Options And Capabilities

The warning order generates initial appraisals of military options and capabilities. The supported CINC provides supplementary details for refining the mission and identifying alternative COAs, either through modification of an existing OPLAN or CONPLAN or development of new options. Service components and other supporting commands are tasked to provide advice, focusing on alternative COAs, constraints, and identification of major combat forces and transportation requirements. ARFOR commanders report capabilities and limitations to the JFC and assist in developing COAs. Based on available information, the supported CINC constructs a commander's estimate for submission to the CJCS. USCINCTRANS reviews the proposed COAs for supportability and prepares deployment and preliminary closure estimates for each COA to send to the supported CINC. At this early phase, the supported CINC may request that USTRANSCOM direct MSC to commence the transit of the strategic ships from their peacetime locations toward the ports of embarkation (POEs) or relocate pre-positioned ships toward the AO. If transit is executed, an intermediate port call should be identified to allow the OPP to link up with APA ships.

Reviewing And Updating Force Lists

As early as practical, specific forces must be identified for deployment. Supported CINCs/ASCCs review and update the force requirements and time phasing. Major factors that will influence this process include the current notional force lists, the extent to which operational requirements of the potential mission can be identified, and the availability of sufficient assets to support the operation. Provision should be made for liaison between

the supported and supporting CINCs to ascertain the current status of APA forces. For example, a strategic ship may not be available due to its maintenance cycle or an exercise.

Repositioning APA Ships

During peacetime operations, APA ships are usually forward deployed. The CJCS may direct their repositioning during any phase of CAP. The early repositioning of the ships will reduce force closure times. Under normal operating conditions, APA ships can get underway within 24 hours of notification.

Preparing for Deployment

Two unique requirements of an APA operation are preparation of the ships and their pre-positioned equipment and supplies prior to arrival in the operating area and assessment of the SPOD and APOD. Planners should request authority from the supported CINC for the earliest possible deployment of the OPP, Army CTG, MTMC, and Army SLRP. Early repositioning of the strategic ships will dictate early deployment of the OPP. Early deployment of the Army CTG, MTMC, and Army SLRP is required to validate geodetic, hydrographic, and facilities data for the operation. A decision to deploy the theater opening force module is based on the political implications of such a movement, the force's knowledge of the operating area, and the security situation. Once deployed, the port commander, as determined by the CINC, assumes responsibility for the discharge of APA stocks, including bulk cargo, wheeled and tracked vehicles, and Army lighterage. He also assumes command and control of all port functions to ensure force reception, staging, and onward movement are completed in a timely, effective manner.

Mobilizing Selected Reserves

APA operations may require mobilization of reserve personnel. Requesting this activation on receipt of the warning order may be necessary. Specific reserve requirements will vary with the type of discharge, discharge time requirements, and other missions. The cognizant service must address other reserve requirements.

Liaising with Supporting Agencies

The supported and supporting CINCs should establish early liaison with CINCTRANS and other supporting agencies involved in force deployment. This liaison is necessary to ensure that proper and timely information is exchanged. A refined TPFDD must be made available to, and specific arrangements for the movement of forces, supplies, and equipment must be coordinated with, USTRANSCOM.

Selecting a Course of Action

This phase begins when the CJCS presents recommended COAs to the NCA. When the NCA selects a COA and directs that execution planning begin, the CJCS advises the CINC by issuing an alert order. With the authority of the Secretary of Defense, the CJCS may also issue a deployment preparation order or deployment order to allocate forces and air or sea lift—whichever is necessary—and identify C-day and L-hour.

This begins the alert phase of an APA operation. The alert order and other initiating directives provide commanders with vital information concerning the mission, forces assigned, command relationships, and other fundamental issues required for detailed planning of a specific operation. Although preliminary planning begins during earlier phases, it is an ongoing process under JOPES. The issuance of an NCA alert order and the supported CINC's initiating directive marks commencement of formal execution planning. The supported CINC begins execution planning, refines estimates, and resolves identified shortfalls.

Developing a Movement Plan

After the basic plans for tactical operations and reception, staging, onward movement, and integration are formulated, a movement plan is developed.

Ship Movement

The MSC plans ship movement in coordination with USTRANSCOM, MTMC, the supported CINC/JTF commander, the ARFOR commander, the heavy brigade commander, and

other commands as required. This facilitates embarkation of the OPP, which is provided by the supported and supporting forces, and ensures the coordinated arrival of the strategic ships in the objective area with associated airlifted forces. Initial airlifted elements are timed to arrive not later than 24 hours before the arrival of the ships. Ship movements may be directed as a political-military signal in advance of the arrival of the airlifted elements. The Army theater-opening force module (TOFM) unit deployment is timed to place it in the operating area in advance of ship arrival.

Air Movement

The Air Mobility Command plans air movement in coordination with USTRANSCOM, the supported CINC/JTF commander, the heavy brigade commander, and other supporting commanders as required. The Air Movement Plan contains the time-phased flow of aircraft. Air Mobility Command will provide strategic airlift in sufficient types and quantities to meet the requirements of the supported CINC. The heavy brigade commander must be prepared to deploy forces in both military and commercial aircraft. The adjoining checklist addresses considerations related to preparing and establishing movement priorities based on the anticipated flow of strategic airlift. The list is not inclusive.

Establishing Control Measures

Local security afloat is the responsibility of the Navy service component commander who ensures that ships and lighterage are protected by security procedures. USTRANSCOM, Air Mobility Command, MSC, and the contingency force commander must identify en route security requirements and take appropriate measures. Control measures are grouped as administrative considerations, emergency defense measures, and precautionary measures.

Administrative Considerations

Administrative considerations must be decided early in the planning process. Generally, they are grouped into two categories: those affecting alert and those affecting deployment.

Air Movement Considerations

Initial Planning

- ☑ Analyze the mission objectives of the force.
- ☑ Identify total force requirements.
- ☑ Develop courses of action.
- ☑ Analyze existing deployment plans/TPFDD.
- ☑ Determine total lift requirements.

Concept Development

- ☑ Refine and establish missions and objectives.
- ☑ Develop concept of operations.
- ☑ Refine force/equipment list: units, personnel, supplies, and equipment detail.
- ☑ Update unit equipment lists in Transportation Corps Automated Command and Control Information System (TC ACCIS) data base to reflect current deployment posture.
- ☑ Develop sequencing of deployment flow to support TPFDD requirements.
- ☑ Provide refined deployment plan/TPFDD to the supported CINC for transportation feasibility estimate and throughput analysis.

Detailed Airlift Deployment Planning

- ☑ Determine TAT and NAP requirements.
- ☑ Identify amount of cargo and troops to move.
- ☑ Determine equipment and personnel support requirements at APOE.
- ☑ Identify APOD and en route support base requirements and capabilities.
- ☑ Identify in-country clearances.
- ☑ Create a tentative deployment sequence based on the TPFDD.
- ☑ Create aircraft load plans identifying deploying equipment and personnel.
- ☑ Receive airflow schedule identifying types of aircraft and arrival times at APOE.

Alert Control Considerations. Alert control considerations include:

- Marshalling areas.
- Operation security.
- Inspections.
- Briefings.
- Provisions for remain-behind equipment, supplies, and personal effects.
- Family assistance.

Deployment Control Considerations. Deployment control considerations include:

- Sea movement concept (Navy service component commander).
- Closure estimate.
- Force tracking and ITV.
- En route stops.
- Escort requirements.
- Air movement concept (Air Mobility Command/heavy brigade commander).
- General staging and over-flight coordination.
- Sequence of deployment.
- Aircraft load factors.
- En route support concept.
- Airlift tempo and throughput coordination.
- Required delivery dates at destination.
- EADs and latest arrival dates.
- Ground movement control.
- Ground movement to APOEs.
- Load procedures.
- Organization of APOEs.
- Deployment support.
- Execution of unit line number sequence in accordance with TPFDD.

Emergency Defense Measures

While APA operations are designed for a secure environment, planning must include provisions for possible hostile action. The commanders conducting the APA operation—including MSC and Air Mobility Command—must identify their security concerns to the supported CINC and request or direct appropriate action. Certain control measures must be established in the objective area to ensure coordination, mutual support, security, and minimum disruption of the APA operation. These control measures, which also must be identified early in the planning process, include international control measures and tactical control measures.

International Control Measures. International control measures are used to provide security for the force. Planned for and requested by the supported and/or supporting CINCs, they may consist of establishing security/exclusion zones under international law and maritime exclusion areas at sea. They are established by the host country for its airspace, land areas, and territorial waters, and by the appropriate maritime commander for adjacent international air and sea space.

Tactical Control Measures. The supported CINC must address general air, ground, and sea security in the APA objective area and assign adequate forces to or in support of the APA. While security is ultimately the responsibility of the CINC and the ARFOR commander, security of the TAA is tasked to the heavy brigade commander, who is responsible for rapidly establishing an effective command post and improving the defensive posture from separate localized efforts to a regional, coordinated posture. The problems faced will not be dissimilar to those of rear area security. Tactical communications, early establishment of a mobile defense force, and rapid establishment of security positions and sector responsibilities are important elements in establishing a defense.

Precautionary Measures

Precautionary measures are required to preclude interference and assure expeditious RSO&I of deploying forces. They consist of assigning AORs and designating coordinating authorities, main supply routes, intermediate staging areas, and so forth. The ARFOR/heavy

brigade commander normally determines these measures once basic decisions with regard to discharge and reception sites are established. One such measure is the establishment of the marshalling area. The ARFOR/JTF commander designates this area based on the heavy brigade commander's recommendations. Moreover, the combatant commander, in conjunction with the host nation, must approve the marshalling area. The marshalling area is administrative in nature and does not denote command of a geographic land area. Within the marshalling area, the ARFOR commander is responsible for coordinating—

- Prioritization and use of APODs, SPODs, and road networks.
- Air traffic control.
- Logistics support activities.
- Movement control for inland surface movements.

The AWR-3 Battle Books provide additional requirements for establishing an effective marshalling area.

EXECUTION PLANNING

Execution planning provides the transition from peacetime posture to the conduct of military operations. Time available for execution planning may be greatly compressed, requiring abbreviated steps and procedures throughout. During this phase, the supported CINC finalizes the operation order (OPORD) and, in addition to planning, accomplishes two other major actions: force preparation and deployability posture reporting. This phase ends when the NCA directs execution of the OPORD, places it on hold, or cancels it pending resolution by some other means. Prior preparation for deployment, including planning and updating unit standing operating procedures (SOP), is essential when execution planning time is compressed.

Formal Planning

Upon receipt of the initiating directive, the contingency force, the heavy brigade, and supporting commanders initiate contact with the supported CINC or JTF commander. Together, they conduct formal coordinated planning based on a detailed analysis of the assigned mission and the CINC or JTF commander's concept. The ARFOR commander then refines his OPORD incorporating this analysis. The commander's concept will include as a minimum—

- A *concept of operations,* in which the intent for execution and support of the mission is stated.
- A *concept for deployment,* in which the plan for deployment of the APA and heavy brigade to the theater is clearly stated. Included too are specifics concerned with early repositioning of the ships—with or without movement of the OPP—and desired closure/arrival dates.

A *concept for RSO&I,* which consists of the basic sequence for selecting discharge sites, discharging supplies and equipment, marrying personnel and equipment, providing logistics support, establishing C^2, and preparing forces for onward movement. The JTF/ARFOR, in conjunction with MTMC, will determine the general plan for pierside or in-stream off-load, or a combination of the two. Requirements for fuel and water equipment discharge must also be promulgated.

A *concept for tactical operations,* which is derived from the APA heavy brigade's mission. On receipt of the mission, a heavy brigade commander, in conjunction with his supporting commander, if applicable, analyzes it and establishes a basic concept for tactical operations. This concept is coordinated with the ARFOR commander as well as supported CINC/JFCs. Principal considerations are the same as for other tactical operations.

A *concept for logistics support,* which includes specific support requirements for the heavy brigade. The ARFOR commander promulgates requirements for establishing LOC and in-theater support.

Basic Planning Decisions

To proceed with detailed planning, decisions must be made regarding mission, command relationships/arrangements, and security.

Mission

The APA mission focuses on expeditious deployment, assembly, and employment of the heavy brigade forces to meet the supported commander's requirements. It may also include tasks in support of other operations in the objective area, such as employment of APA lighterage to augment joint LOTS operations. The mission order usually delineates the general AO, the heavy brigade's required tasks, the general time period for the deployment, required time for operational capability, time constraints on deployment operations—for example, availability of aircraft—and the estimated duration of tactical operations.

Command Relationships/Arrangements

The importance of clear command relationships is fundamental throughout the transition period. Primary responsibility for clarity rests with the supported CINCs. Subordinate commands must understand their command relationships. The CINC/ASCC will establish command relationships to minimize disruption of C^2 of APA operations during the transition from planning through deployment and execution phases. ASCCs will designate APA heavy brigades, define command relationships within the initiating directive, and recommend additions/changes for external relations as required.

Security

Security is the responsibility of the supported and supporting CINCs; however, all personnel must be conscious of security. Although strategic ships may transit to a benign port, they may transit through hostile areas to reach that port. CINCs, Navy service component commanders, and Navy force commanders are responsible for the defense of the strategic ships en route to the supported CINC's AOR. The supported CINC is responsible for security at the marshalling area. He will determine available HN security support and establish additional measures to support the security effort. This responsibility may be delegated to a subordinate commander capable of providing adequate security.

Security considerations should include specific responsibility assignments for ships en route, en-route support bases/facilities, staging and marshalling areas, and SPODs. Security responsibilities also include emergency defense of the APA during deployment and RSO&I. These control measures clearly define mission responsibilities for—

- Airspace control.
- Area air defense.
- Ground security.
- Sea security areas, including ports.
- Fire support coordination.
- Movement control.

These measures also establish responsibilities for emergency defense and ROE. Control measures are ultimately the responsibility of the combatant commander in coordination with the country team, who is responsible for the theater of operations. The combatant commander must approve the measures, but the commander or designated subordinate task force commander charged with conducting the APA operations may concur with them.

RSO&I Plan

The mission, terrain, available facilities and support, and the tactical concept for heavy brigade operations will dictate the RSO&I plan. The ARFOR develops the RSO&I concept in coordination with the heavy brigade commander, port manager, LSE, MLST, and support commanders, and submits it to the CINC/JTF commander for approval. The selection of SPODs, TAAs, and anchorages is described below. Although treated separately, these factors are interrelated; for example, the discharge may consist of a combination of in-stream and pierside discharge.

Sea Ports of Debarkation

The supported CINC, in consultation with the ASCC and USTRANSCOM, determines

SPODs for discharge. The primary concern is the speed with which the heavy brigade is made combat-ready. However, service concerns must be considered and accommodated. These selections are forwarded to the supported CINC or JTF commander for approval. The supported CINC, in conjunction with the country team, assists in obtaining HN concurrence and support.

Aerial Ports of Debarkation

The Air Force service component selects the APOD based on the ASCC's recommendation after coordinating with the supported CINC/JTF commander. CINCTRANS should approve this choice due to the potential impact on other theater operations. Identification of the APOD must be considered in conjunction with selection to synchronize air/sea link-up of personnel and equipment.

The APOD must meet the OPORD's force closure requirements. If the APOD will also serve theater and fixed-wing and rotary-wing aircraft, it will reduce the strategic throughput capability. The following factors must be considered when selecting the APOD:

- Airfield facilities may require expansion and/or duplication.
- Capacity of approaches and traffic patterns, for example, ramp space (maximum on ground), capacity of visual and instrument approach, and departure procedures for the airfield will affect throughput. To enhance airfield capability, expeditionary visual and instrument approach assets will embark early in the airlifted element.
- Space and facilities may not be available for base loading. Typically, the better the facility, the more likely HN organizations will fully use it.

Additional Airfields

The desirability of separating fixed- and rotary-wing operations and parking space limitations may indicate a need for an additional airfield to accept immediate redeployment of helicopters. An additional airfield increases APOD throughput, minimizes potential foreign object damage, and reduces the problems associated with operation of fixed- and rotary-wing aircraft at the same location. Use of additional airfields will require a commensurate increase of petroleum resupply/Inland Petroleum Distribution System equipment.

Tactical Assembly Areas

In coordination with the heavy brigade commander, the JTF/ARFOR commander selects the heavy brigade TAA to support expeditious marshalling of forces and integration into tactical operations. Site selection must consider distance from the SPOD and the initial availability of heavy equipment to move tracked vehicles during initial entry operations.

Anchorages

Explosive safety quantity distance arcs, anchorage depth, bottom type, currents, and distance to shore must be considered when anchorages for strategic ships are assigned.

Transition to Employment

In the beginning, the principal effort focuses on assembly of personnel with equipment and supplies. As various units become combat-ready, focus will shift toward subsequent operations. Increased enemy threat will accelerate this shift in focus. Employment considerations include transitioning the heavy brigade. Heavy brigade plans for transition to employment should include:

- Early dispatch of LO party to the theater marshalling area.
- Clear delineation of responsibility for local security.
- Assignment of OPP and, through the CTG, establishment of PSA responsibilities.
- Notification to higher headquarters that all units/detachments are operationally ready as it happens.
- Use of assembly areas to facilitate subsequent or concurrent tactical operations.
- Plans for responding to hostile action during theater reception and onward movement.
- Allocation of staff planning effort between deployment activities, theater reception and onward movement, and employment.

Disposition of Components

Disposition will depend on many variables and must be planned in as much detail as possible. Considerations for disposition of APA elements include heavy brigade, APA ships, and APA lighterage.

Heavy Brigades

Considerations for disposition of heavy brigades include—

- Assigned mission and expected duration of employment.
- Support requirements, that is, the effect subsequent command relationships will have on support planning accomplished.
- Redeployment/reconstitution requirements.

APA Ships

One consideration for disposition of APA ships is timing the discharge to match HN support capability, heavy brigade storage capacity, and heavy brigade usage rates. Terminal service company equipment must be front-loaded as it is required to discharge subsequent ships. Shortfalls in storage areas/facilities within the theater of operations may necessitate use of one or more ships as a station or warehouse facility until facilities are developed, or may require an additional ship to function as a mobile logistics base for in-shore operations along the coast parallel to the heavy brigade movements. On release of the ships from APA operations and with the concurrence of the supported CINC, the ships will shift OPCON to CINCTRANS for use as common user sealift forces. Security may determine the amount of time the ships remain in the discharge area.

APA Lighterage

APA lighterage may be needed for discharge or follow-up shipping after strategic ships depart. Other considerations for retention of lighterage include intratheater sealift, fueling, repair and maintenance, sheltering or harbor facilities, and maintenance of streamed water and fuel hoses as deployed.

FOLLOW-ON SUSTAINMENT PLANNING

Introduction of APA elements involves forces moving by strategic airlift to receive pre-positioned equipment and supplies from the APA ships. Both movement elements have finite lift/space capabilities. The ARFOR will establish requirements for sustainment in the JOPES, including supplies and equipment required to reach full operational capability that were not included in pre-positioned ships or the airlifted element and those needed for sustainment beyond 30 days. The initiating directive will designate responsibility for the embarkation and movement of the FOS from the APOE/sea port of embarkation (SPOE) to the objective area. Sustainment systems beyond the initial FOS are a CINC responsibility, but services must be prepared to establish their own supply systems in the event the CINC does not establish the necessary links soon enough. Services using split-based operations will plan but will not TPFDD the materiel.

REDEPLOYMENT PLANNING

Redeployment of the heavy brigade from one operating area to another involves the backload of equipment and supplies previously placed in the theater of operations from the APA ships. The manner in which redeployment is conducted depends on the heavy brigade's assigned mission and the distance from the POE to the new objective area. The redeployment of the heavy brigade is usually a nontactical move, but may be tactical if required. During redeployment, JOPES procedures are used. Planning for redeployment must be initiated upon receipt of the original warning order.

REGENERATION/RECONSTITUTION PLANNING

Advance planning will facilitate the success of the APA regeneration and should focus on the three functional elements: ground equipment and supplies, heavy brigade equipment, and support equipment. Forces conducting regeneration are task-organized to address three areas: operations and logistics; sourcing and attainment; and fiscal.

The committed portion of the nation's APA capability ceases to exist after an APA is committed to a contingency, is discharged, and the operation terminated. The decision to regenerate that portion of APA employed in the operation is made at the CJCS level predicated on recommendations of the involved CINCs. The CJCS may direct the Army CINC and CINCTRANS to execute the regeneration. In small operations such as one ship being discharged, the responsible CINC will initiate actions to accomplish regeneration. The APA regeneration process, once initiated, must be coordinated with the supporting CINC and with retrograde planning. APA regeneration requires—

- Identifying units to perform the regeneration.
- Identifying ships for regeneration.
- Identifying, acquiring, preparing for loading, and loading equipment and supplies.
- Locating where full operational capability will be reestablished.

For additional information about regeneration, see the APA Battle Books and Chapter 7.

Options for determining the location for reestablishing the operational capability include the area of the current APA operation as well as other geographical locations. Factors that may contribute to this decision are—

- Whether the ship's cargo will be regenerated in the same form or whether it will be altered to accommodate changes in operational requirements.
- Available in-country maintenance and port facilities.
- Anticipated condition of equipment and supplies.
- Availability of equipment and supplies.
- Time considerations and allowances to accomplish regeneration.
- Ship certification schedule.
- Retrograde plans.
- Future operational commitments.

An APA Regeneration Planning Conference is convened as soon as minimum planning factors are available to commit to an execution plan. Detailed guidance on APA regeneration planning may be found in the APA Battle Books.

INTELLIGENCE PLANNING

Different command relationships, force structure, and missions give APA intelligence planning a unique character. The potential geographic separation of organizations and commands committed to an APA operation may preclude the formation of a joint intelligence center and necessitate the use of on-the-shelf intelligence products and data bases early in the planning process. Once APA operations commence, intelligence support will become dynamic in nature and originate from a variety of national-, theater-, and fleet-level organizations and organic intelligence assets as they become available in the theater of operations.

The intelligence capabilities and organization of the heavy brigade, support elements, and APA ships vary significantly. The supported CINC/ASCC will provide intelligence support to the forces within his assigned theater of operations. The APA heavy brigade commander may not have the time, perspective, or authority to identify and obtain necessary intelligence without the CINC's assistance. Also, the APA heavy brigade S2 staff will have a limited capability that must be augmented with intelligence assets to ensure continuous intelligence support and to coordinate intelligence and counterintelligence measures in support of the operation.

COMMUNICATIONS PLANNING

An APA operation requires a coordinated, detailed communications plan for the APA heavy brigade commander to exercise C^2 over the brigade. The plan must consider C^2 requirements for internal and external communication to the APA heavy brigade, en route communication, current and potential changes in command relationships, and task organization and equipment augmentation as well as that generated by the locations of the APA elements and support units. Communications systems must be designed to provide a reliable, secure means to exercise C^2, and they must be flexible enough to compensate for internal and external changes such as command relationships. The actual requirements and ultimate design of the communications system for APA operations will depend on—

- Location of the contingency operation and mission requirements.
- System provided by the CINC through the service component commander.
- Availability of commercial systems.
- Host nation communications infrastructure.
- Organic communications systems to the APA heavy brigade.

The CINC must provide broad planning guidance as early as possible to the APA brigade. This will ensure that provisions can be made for the required interoperability and operational demands of the communications systems. The APA heavy brigade commanders will continually refine their communications posture through periodic testing of portions of the systems with higher and subordinate headquarters. Voids and gaps in existing capabilities will be immediately forwarded to the ARFOR/ASCC/CINC for resolution.

LOGISTICS PLANNING

Logistics planning for APA operations must provide maximum flexibility. Planning must be comprehensive, addressing the entire spectrum of operations, to include—

- Predeployment activities, including preparation and distribution of APA ships.
- Alert and movement to the POE.
- Strategic air and sea movements.
- Arrival and reception in the marshalling area, including support during discharging operations at POD and preparations for employment.
- Reception, staging, onward movement, and integration.
- Employment.
- Redeployment.
- Regeneration.

The ARFOR commander's concept of operations for subsequent employment drives the brigade commander's logistics planning process during an APA operation. Planning must satisfy both known and anticipated logistics requirements. The commander's logistics planning must consider—

- Logistics requirements based on the mission, concept of operations, forces to be supported, operational environment, and enemy capabilities.
- CSS forces required to support the operations.
- Availability and types of nonorganic logistics support that will be provided in the theater of operations, including equipment and supplies on the APA ships, LSE, MLST, and HNS.

  Time-phasing of organic CSS capabilities into the theater of operations, including the forward support battalion, other division corps, and EAC support, equipment, and supplies TAT, and NAP stocks.

  Development of the logistics concept. Planning must address the broad functional areas of supply, maintenance, facilities, transportation, engineering, health, and other services. The magnitude of support is directly related to the force module planned for the operation.

APA plans are issued as separate documents or as annexes to an OPLAN/OPORD. Comprehensive and detailed plans address—

- The concept and sequencing of movements during each phase of deployment, including units and modes and times for movement. Included are supplies and equipment that will be in the airlifted element to support the operation.
- Administrative and logistical support during each phase of deployment.
- Distribution, support locations, and support channels in the AO.